

ESSENTIAL COMPETENCIES
For DIVERSITY Training
Within DOE

Organizational Competencies

Develop and promote an organizational paradigm / definition of diversity

- Utilize multi-phased approach to disseminate organizational paradigm/definition of diversity throughout the Department of Energy (to include field sites): New Employee Orientation, Web-based Information, Special Emphasis Programs, etc.

Ensure accountability at all levels

- Incorporate diversity competency objectives into annual performance plans and goal setting; base performance ratings, awards, and promotions on the works accomplished toward objectives and goals
- Track the effectiveness of diversity-related programs and initiatives; identify areas falling short of annual performance plans or goals and initiate corrective action

Provide/promote diversity training at all levels

- Maintain a working system to support and track diversity training throughout the organization
- Tie diversity training to annual performance plans at all levels by making it at least a bi-annual performance objective/goal at all levels of the organization

Managerial Competencies

Practice diversity in recruitment/hiring/promotion

- Utilize techniques to recruit and hire employees representing the diversity of society
- Provide opportunities for orienting staff unfamiliar with the local norms

Deliver culturally sensitive performance reviews

- Communicate effectively to change behavior through self-knowledge, cultural sensitivity, and team dynamics
- Demonstrate an understanding of the impact of values on career expectations and performance and communicate with employees to identify where differences may exist between individual and organizational expectations
- Utilize effective communication skills to help employees understand the constructive purpose of the evaluation process

Understand and promote resolutions to intercultural conflict

- Use knowledge of intercultural negotiation, mediation, and conflict resolution skills to
- Express disagreements or negative information in individually, culturally and organizationally appropriate ways

- Allow staff to convey their ideas without showing impatience due to differing communication styles
- Adapt communication style to the listener's style or needs

Build/utilize effective multicultural work teams

- Assemble and supervise effective work groups with diverse representation and provide an environment of fairness within which all members can excel as individuals
- Lead, mentor, and guide others to appreciate, understand and promote diversity
- Train staff to communicate effectively with diverse groups and individuals
- Provide coaching to all staff members appropriate to their needs and the needs of the work unit

Recognize cultural biases in managing, rewarding and promoting employees

- Adapt work schedules to meet ethnic or religious obligations
- Refrain from supporting gender or ethnic cliques that negatively affects other staff member
- Make an effort to learn about the cultural norms of staff members

Employee Competencies

Understand individual, ethnic, and organizational cultures

- Demonstrate understanding of changing demographics locally by assessing the DOE workplace profile and evaluating against national trends
- Knowledge of role in efforts to establish and maintain diversity and support employees with disabilities at the DOE workplace

Avoid stereotypes and assumptions

- Utilize knowledge of cultural stereotypes and paradigms and that people bring to the work place to identify and avoid stereotypes and assumptions
- Refrain from making demeaning comments regarding groups of people

Possess and practice cross-cultural communication skills

- Utilize knowledge of different communication styles and principles of intercultural communication to communicate effectively in the workplace

Build cross-cultural connections

- Identify resources and strategize to develop program goals and objectives inclusive of diverse perspectives and experiences
- Integrate multiple perspectives into programs goals and objectives
- Work effectively with people from all backgrounds, across differences of gender, culture, beliefs and personal characteristics